

THE COUNCIL FOR TOBACCO RESEARCH—U.S.A., INC.

110 EAST 59TH STREET
NEW YORK, N. Y. 10022

LITERATURE RETRIEVAL DIVISION
ROOM 808

November 29, 1972

Mr. Henry H. Ramm, President
The Council for Tobacco Research-U.S.A., Inc.
110 East 59th Street
New York, New York 10022

Dear Mr. Ramm:

A brief summary of our activities during 1972 and a forecast for 1973 seem appropriate at this time.

I believe that the single, most important development during 1972 was a shift in operational philosophy to a greater emphasis on welcoming, servicing and satisfying our Users. The vast capabilities of the System were literally unlocked, resulting in closer, more fruitful working relationships and an increased awareness of our potential. Indeed, this year we fulfilled an unprecedented number of requests, many of which were extraordinary, and opened lines of communication previously unexploited. In short, the System is now easier to use.

In spite of frequent interruptions in document processing due to the specific demands of 1972, we were able to both ship and load more than four times the number of documents processed during 1971, and the quality of the abstracting and indexing has never been higher.

Other activities included a sizable effort to tighten and develop management control, emphasizing corporate rather than departmental objectives and priorities. Changes were made in physical plant and in personnel and departmental organizations; uniform policies were established or formalized for personnel and for wage administration; standards of performance were elevated; management reports were accelerated and simplified; a cost accounting system was implemented.

Training, as well as production and quality control, in all phases of the operation also received considerable attention. Programs were established to encourage discussion and resolution of problems in scanning, abstracting, indexing and bibliography; feedback to individuals was improved dramatically; employees who were not responsive to motivation or training were dismissed.

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During 1973 we will continue to place our emphasis on User Services, document processing, management and quality control, and training. We will also continue to seek competent employees to fill vacant positions in our Editorial and Computer Services Departments.

A number of specific tasks have been planned for 1973. While implementation depends in large part upon the level of user-related activities we may encounter, we expect to achieve most of our goals:

- 1) Bring to an operational level all "inherited" computer programs, including the Bibliographic Matching System and an improved Full Report Print Program.
- 2) Bring to an operational level all systems and computer programs that are now only planned or partially implemented, including automation of the Cost Accounting System, Project Control System (PCS), and Ongoing Edit Systems.

Considerable emphasis will be placed on the PCS and Ongoing Edit Systems, since these are required before we can embark on a number of important and necessary tasks, including standardizing and correcting the KWIC and maintaining the integrity of the data bank, reprocessing defective documents, purging obsolete documents, identifying the most important documents, and developing a Thesaurus.

- 3) Improve the tools used to index and retrieve documents (establish and regularly update "profiles of interest" for Users, update the Style Guide, provide additional indexes, including Word Authority Lists, Cross-Reference Authority Lists and Cumulative Supplemental KWIC's and Authority Lists).
- 4) Develop plans for future implementation of additional improvements and capabilities (updated computer systems, COM applications, and citation indexes).

While the list of specific tasks appears to be somewhat formidable and the expectation of extraordinary user demands is great, I believe that the momentum we have built will enable this Division to continue on its present course of accomplishment.

Sincerely,

Frederick B. Giller, Ph.D.
Administrator